

MIAMI BEACH

COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission
FROM: Eric Carpenter, City Manager 
DATE: December 11, 2024
TITLE: DISCUSS/TAKE ACTION REGARDING A PROFESSIONAL POLICE PERSONNEL STAFFING AND WORKLOAD ANALYSIS.

RECOMMENDATION

The Administration, understanding that current City employees would be unable to properly perform the analysis stipulated by Resolution 2024-33285 in-house, recommends a current year budget amendment to complete a professional personnel workload analysis through a specialized vendor identified via an Invitation to Quote.

BACKGROUND/HISTORY:

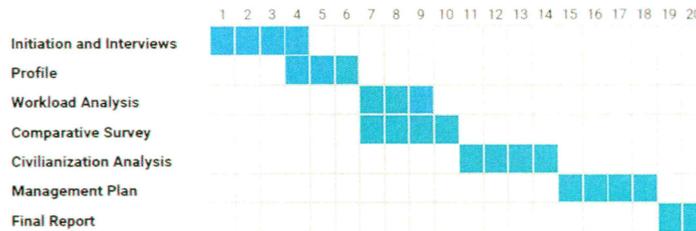
At the September 11, 2024 City Commission meeting, at the request of Mayor Steven Meiner, the Mayor and City Commission approved Resolution 2024-33285 (R7 Q) to explore the feasibility and potential benefits of hiring additional professional (civilian) personnel to assist the Police Department with desk work and enhance police visibility, directing an update and presentation at the December 11, 2024 City Commission Meeting.

ANALYSIS

Pursuant to Resolution 2024-33285, the Miami Beach Police Department (MBPD) explored the feasibility of an in-house review and concluded that the proper analysis required to conduct the highly detailed staffing and workload evaluation mandated by the approved Resolution required expertise not available by either police personnel or City staff. Additionally, the project parameters are narrow and specific in focus and would prove too labor intensive for City staff to carry out in addition to their current duties over the designated timeline.

As such, and due to the quick turnaround stipulated by the Resolution, the Administration elected to issue an Invitation to Quote (ITQ) with a quick turnaround, sharing in explicit detail the parameters for evaluation as outlined in Resolution 2024-33285. Nine (9) local and national firms submitted robust proposals ranging in price from \$89,000 to the ITQ limit of \$100,000 and in timelines varying from three (3) to nine (9) months with a wide scale of professional expertise. After careful and objective consideration, the Administration ranked the proposal submitted by the *Matrix Consulting Group* as the most appropriate and aligned to conduct the necessary analysis.

As such, if formally awarded pursuant to Commission direction and funding availability, a requisition and contract would be issued in mid-December following the budget amendment, and the study would conclude in mid May 2025 (20 weeks) with findings slated to be presented at the June 25, 2025 City Commission meeting, per below.



The scope of the study and its respective task plan as delineated in the ITQ and show in the timeline above would include a presentation and final products to include the below parameters with relation to Police Department sworn and professional personnel:

1. Evaluation of current administrative/desk work duties that could be performed by expert and/or trained professional staff
2. A workload analysis to include reviewing current job descriptions and duties of all personnel
3. Analysis of time allocation of sworn police officers between field operations versus administrative tasks/duties
4. Collection of data and information pertaining to the performance and impact of existing professional Police Department personnel
5. Assessment of estimated cost savings and benefits associated with reallocating certain administrative tasks and duties to professional personnel
6. Considering the potential impact on police visibility and community engagement as a result of the reallocation of administrative tasks and duties to professional personnel
7. Potential recruitment strategies, job descriptions, and necessary qualifications (training) for the hiring of professional staff to perform these administrative tasks/duties
8. Experiences of municipalities that have implemented similar initiatives
9. A final product that includes:
 - a. The current allocation of tasks between sworn officers and professional personnel
 - b. A comparison of the costs for hiring, training, and maintaining sworn officers versus professional personnel (considering factors such as salaries, benefits, training costs, and equipment needs);
 - c. A workflow chart with the existing workflow highlighting the distribution of tasks between police officers and professional staff, and maximizes the use of professional personnel to ensure sworn police officers focus on field operations and community engagement
 - d. The anticipated benefits to the community of relieving sworn police officers of certain administrative tasks and duties by hiring professional personnel (including increased visibility, response time, and community policing)
 - e. Specific recommendations concerning the potential hiring of additional professional personnel
 - f. The identification of various metrics for success including crime rates, response times, and community feedback

FISCAL IMPACT STATEMENT

The analysis to be awarded to *Matrix Consulting Group* as a fixed price, not-to-exceed contract would incur an anticipated total cost of \$99,000 as presented in the breakdown below.

Task	PM/ Pres.	Senior VP	Manager	Senior Consultant	Total Hours	Total Fee
1. Initiation	4	16	32	16	68	\$14,360
2. Profile	4	8	16	16	44	\$9,080
3. Workload Analysis	8	16	32	32	88	\$18,160
4. Comparatives	0	4	0	32	36	\$6,040
5. Civilianization	8	24	32	32	96	\$20,640
6. Organization	4	16	16	24	60	\$12,760
7. Draft/Final Report	8	16	24	16	64	\$14,360
Total Hours	36	100	152	168	456	
Hourly Rate	\$350	\$310	\$175	\$150		
Professional Fees	\$12,600	\$31,000	\$26,600	\$25,200		\$95,400
Expenses						\$3,600
Total						\$99,000

CONCLUSION:

Over recent years and exacerbated by the national climate, public demands and community mandates of police have multiplied significantly. Increased sworn officer staffing has been deemed necessary to meet the surge in demand. However, as the overall departmental workload has increased, professional support personnel tasked with the administrative, analytical and functional support for the Department has remained static and even reduced when faced with budgetary setbacks. This has given rise to overworked personnel both in sworn and non-sworn positions who have often had to account for the increase in workload through the use of extensive overtime.

The Administration and Miami Beach Police Department leadership agree that a workload and staffing study of professional personnel for the Department is overdue and welcome enthusiastically the Mayor & Commission’s initiative to further study personnel capacity and efficiency. As such, the Administration recommends commission direction to allocate the necessary funding to carry out the analysis during the current fiscal year.

Applicable Area

Citywide

Is this a “Residents Right to Know” item, pursuant to City Code Section 2-14?

No

Does this item utilize G.O. Bond Funds?

No

Department

Police

Sponsor(s)

Mayor Steven Meiner

Co-sponsor(s)

Condensed Title

Professional Police Personnel Staffing and Workload Analysis Update.